



COMMISSIONER
HAROLD W. CLARKE

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AROUND THE BLOCK

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Health Services Division

By Ken Nelson

The Department of Correction, through its Health Services Division, is charged with the mission of ensuring that all inmates in its custody have access to and receive adequate medical, mental health, and dental care. The Health Services Division no longer *directly* provides that care as that function is currently the responsibility of the two major contractual health care providers, the University of Massachusetts Medical School, through its Commonwealth Medicine subsidiary, and MHM. The University of Massachusetts program, known as "UMass Correctional Health" or UMCH, provides medical, dental, and vision services. MHM, a privately owned company based in Virginia, provides mental health services.

Like many functions in the Department, inmate health services were once provided at individual sites with minimal standardization and coordination; each site provided healthcare services relatively independently. Many years ago MCI Norfolk was the hub of the Department's health care network, with a hospital that had been fully accredited in the early 1930s and which had a functioning surgical suite, out-patient and in-patient units, and a tuberculosis sanitarium. In fact, the building in which this unit functioned is still referred to by some as "the Hospital" at MCI Norfolk ; the former surgical suite now hosts the dining room of the institutional culinary arts program and the Superintendent's office occupies the space that served as the hospital's medical library.

In 1991 the Department, like many other public and private organizations, adopted a managed care model. As a result of a competitive bidding process, the Department awarded a contract to Emergency Medical Services Associates or EMSA, a Florida-based company, to provide comprehensive medical and mental health services to the entire inmate population. The contract for these services has been put out to bid several times since then, most recently in 2007 when it was awarded to UMass and MHM.

The change from the hybrid, mixed model to the managed care model in 1991 changed both the size and the mission of the Health Services Division. Health Services was no longer in the business of directly providing healthcare to inmates so its staff shrunk considerably, reducing it to a relatively small number of administrators. The Health Services staff became largely concerned with monitoring the level of compliance of the vendors with its contractual agreements that were in place. Periodically Health Services staff would, with the assistance of others both inside and outside of the Department, draft a Request for Proposals or Request for Responses for healthcare service delivery, evaluate the responses and then recommend to the Commissioner that a contract be offered to a specific bidder for the delivery of those services.

Recognizing the importance that healthcare plays in both the successful management of inmates while incarcerated as well as their successful re-

HSD Continued on Pg 2



Assistant Deputy

Commissioner
of Clinical Services

Terre Marshall



Health Services
Division Staff

HSD Continued from Pg 1

entry into the community, the Health Services Division is within the Department's Classification, Programs, and Reentry Division. Health Services is led by Assistant Deputy Commissioner Terre Marshall who is both a public health and corrections professional with many years of experience working in other state correctional agencies as well as for private correctional healthcare providers.

The Health Services Division, the contractual healthcare providers, and institutional Department staff have much to be proud of regarding our role in meeting the public health needs of the offenders in our custody. All of our institutions meet the national standards for correctional healthcare established by the American Correctional Association and the National Commission on Correctional Health Care. Bridgewater State Hospital is also accredited by the Joint Commission, the leading accreditation body for hospitals in our nation's communities. The Division has played a key role in the Department's re-entry efforts, one of which has been working with external stakeholders to provide eligible inmates access to Mass Health, the state's Medicaid program for those without employer provided health insurance.

Moving forward, the future is not without its challenges. As the nation's and Commonwealth's economy has slid into what is becoming a deep recession, the Department has had its inmate healthcare budget reduced for FY 09, a situation that will most likely continue into FY 10. This has resulted in both UMCH and MHM identifying cuts that would minimize the reduction in the area of direct care services to offenders. In addition, litigation over such issues as the way the Department provides care to serious mentally ill inmates and to inmates with gender identity disorder remains unresolved. But such challenges also provide a unique opportunity to examine and perhaps implement initiatives such as telemedicine, an electronic medical record, and new approaches to pharmacy operations which will improve inmate healthcare in ways that may be more cost effective.

Following the tradition established by such 19th century American public health pioneers as Massachusetts native Lemuel Shattuck, after whom LSH is named, and Clara Barton, who founded the American Red Cross and served as an early Superintendent of MCI Framingham, the Department will continue to meet the public health needs of the Commonwealth's offenders in the 21st century.

Waste Water Treatment Plant Wins Award

By Mike Delaney, Chief Wastewater Operator

The MCI Norfolk Waste Water Treatment Plant staff was the recipient of the 2008 Regional EPA Wastewater Treatment Plant Excellence Award. The wastewater treatment facility staff was nominated by the Central Regional Office of the Massachusetts Department of Environmental Protection to acknowledge all of the fine work the staff have performed over the years with respect to operations and maintenance of the facility.

The Norfolk/Walpole Correctional Complex is served by a 0.484 million gallon per day Advanced Water Pollution Control Facility (WPCF) located 1.9 miles from the Norfolk Institution and is situated on 33 wooded acres.

In 2008, five licensed wastewater treatment plant operators staffed the facility. Staff included, pictured above from left to right, myself, Ken Mello, Gary Correira, Glen Therian, and Guy Bettencourt (not pictured). The WPCF consists of three package treatment plants, with each plant having an extended aeration basin, a clarifier and an aerobic digester. Two plants are the same size with the third plant being slightly larger, which can make adjustments tricky. In 2004 the Division of Resource Management had an automatic backwash sand filter system installed to replace the failed gravity sand filters from the 1950s.

The Norfolk WPCF facility discharges into the Stop River, which is part of the Charles River Watershed. This has influenced the EPA's National Pollutant Discharge Elimination System permit, recently issued to the facility, creating very stringent discharge parameters that must be met. Meeting these strict limits on a regular basis with a facility nearing the end of its useful life has been a challenge. Having a staff of dedicated professionals with many years of experience has helped the DOC meet those challenges.

In the fall of 2006, the facility was placed under the supervision of Division of Resource Management Director Jeffrey Quick and his staff. This has helped the facility take a proactive approach to many issues including equipment purchases, plant upgrades and identifying and eliminating inflow and infiltration into the wastewater collection system. The facility is currently in the design phase of a significant plant upgrade to help address the deterioration of some major components within the plant.

**DOC saves thousands with Prompt Payment Discount**

By Pamela Gerrior

The Department of Correction saves thousands of dollars each year by paying its bills in a timely fashion. Savings to the Commonwealth of Massachusetts come through discounts that vendors offer for payment of goods and services within 10 to 30 days.

The DOC has consistently been one of the best state agencies in managing these prompt payment discounts. A recent acknowledgement by the Office of the Comptroller praised the DOC saying: "Another good month for DOC. You are doing great. Almost \$1,000,000 in contracts with discounts approved in January while only \$200,000 without discounts. I wish everyone else could say the same."

The Commonwealth benefits because contractors reduce the cost of products and services through the applied discount. These discounts are hard dollar savings retained by agencies that can be used to extend the reach of its budget for goods and services. While discounts can range between 5% for payment within 10 days and .5% within 30 days, the contractor determines the actual discount percentage, and benefits by increased usable cash flow, especially when using electronic fund transfers.

As a \$500 million agency with hundreds of vendors, the DOC has excelled at managing its resources wisely.

Prisoner Reentry Initiative Grant

By Gigi Haase, Grant Manager; Andrew Keaton, Lyn Muise, Christina Bilotta, PRI Facilitators; Jessica Stevenson, Research Assistant

In August 2006, the Department of Correction, in a partnership with the Suffolk House of Correction (HOC) was awarded a two-year Prisoner Reentry Initiative (PRI) Grant from the US Department of Justice. A year earlier, a companion grant was awarded to SPAN, a Boston community based organization, from the US Department of Labor. This collaborative effort between the US Departments of Justice (DOJ) and Labor (DOL) was created to help reduce recidivism in urban centers with the greatest need.

The PRI grant targets non-violent, currently incarcerated offenders who plan to return to the Boston area, and have never been convicted of a sex offense, arson, murder or other serious violent charges. Inmates must meet the eligibility criteria to become involved in the program. They also must be within six months of parole or release. To identify these inmates, the DOC Research Division has created a program in IMS and once the eligibility requirements are identified, facilitators begin interviewing the inmates. Facilitators confirm their release plans and determine their willingness to participate not only in the first phase of the program, but also to follow through with the relationship with SPAN for outside programming, employment and support.

According to the Bureau of Justice's Reentry Initiative program description, the initiative encompasses three phases:

Phase 1-Protect and Prepare: Institution-Based Programs. The PRI Program is a three-month program aimed at educating the offender in core variables that assist in maintaining their freedom and preparing them for employment. Workshops are presented by two PRI facilitators in 17 Massachusetts state prisons and one facilitator in the Suffolk HOC. Workshops include job search techniques, resumes, cover letters, federal and state hiring incentives, and career assessments. Preparing for interviews and answering the CORI question is covered.

Upon completion of the program, inmates will have developed a portfolio comprised of copies of their resume, federal and state hiring incentives for employers, certificates of programs completed, a master job application, employment references as well as their completed career assessment.

Phase 2-Control and Restore: Community-Based Transition Programs. Upon release, inmates are expected to go to SPAN (a community based organization) to complete the second phase of the initiative. This program is designed to meet with offenders prior to and immediately following their release from correctional institutions. Services provided in this phase include education, monitoring, mentoring, life-skills training, assessment, job-skills development, and mental health and substance abuse treatment.

Phase 3-Sustain and Support: Community-Based Long-Term Support Programs.

The continuum of services provided by the facilitators in the DOC involve a phone call to the offender after release. This serves as a support mechanism to identify and discuss any obstacles they are facing, and, when necessary, provides information regarding outside resources that might offer assistance. SPAN also encourages a continued relationship with the offender offering support groups, one on one counseling and other support resources. These programs connect individuals who have left the supervision of the justice system with a network of social services agencies and community-based organizations to provide ongoing services and mentoring relationships.

Nationally, after two years, there were 12,800 inmates enrolled in the prisoner reentry program. More than 7,900 offenders have been placed in jobs. Only 18 percent of those enrolled in the program have been arrested again within one year. This is less than the estimated national average. As of December 31, 2008, there have been a total of 675 referrals to SPAN (not everyone has been released yet) and a total of 436 inmates who have entered PRI workshops. Of those, 198 inmates have been released with a completed employment portfolio, and 110 inmates have enrolled in SPAN services while 75 have secured employment. SPAN reports that the average full time hourly wage is \$12.32. With these numbers, the DOC's Research Division will be able to report our partner's progress to the Bureau of Justice at the conclusion of the grant. This will be valuable information for evaluating how this program breaks the cycle of recidivism. We are hopeful that our vigilant efforts in adhering to the three phases of the initiative, in addition to maintaining a relationship with the community based organization, will ultimately assist offenders in effectively reintegrating into the community and avoid relapses into criminal activity.

SPOTLIGHT ON MCI FRAMINGHAM

Programming for Reentry

By Joseph Murphy, Deputy Superintendent

The Education Department continues to establish new educational and vocational programs to provide inmates with marketable skills for reentry.

Recently, a state of the art Culinary Arts Program opened. The area was renovated by MCI Framingham staff and the program implemented through collaboration with the Division of Inmate Training and Education. The Culinary Arts program will provide inmates with entry-level culinary experience. A Cosmetology program is also offered, which provides offenders with a state license. In addition, Adult Basic Education classes are offered through the Education Department and Boston University offers a Bachelor Degree curriculum.

A Mental Health Adjustment Group is available as well as a Day Treatment Program to more efficiently manage the 70% of open mental health cases at MCIF. The programs provide inmates with skills to cope with the day to day stresses of incarceration while remaining in general population.

Expanding Mental Health Services at MCIF

By Maria Masotta, PsyD

As the Commonwealth's only state prison for women which also serves as a reception site for female detainees, the mental health department at MCI Framingham (MCIF) provides therapeutic services to 70% of the general population. The mental health department has expanded current services to include additional Gender Responsive and Trauma Informed services to meet the unique needs of the expanding female offender population. In addition to providing therapeutic services that meet the needs of the women at MCIF, our goal is to provide services that have a positive impact on the facility which include decreasing self-injurious behavior, disciplinary reports and aggressive behavior.

Female offenders differ from their male counterparts as they are more likely to receive mental health treatment in the community and they are more likely to serve as the primary caretaker for children. Additionally, as men tend to 'act out' aggressively toward others, women, tend to 'act in' by engaging in self-injurious behavior. Women typically are arrested for non-violent offenses such as shoplifting to support a substance abuse habit, taking the rap for an abusive partner, or seriously harming a partner in response to chronic domestic violence towards herself and/or children.

Consequently, mental health services need to be Gender Responsive, meaning that treatment programs and interventions are designed and implemented with the woman's experiences in mind.

Additionally, treatment services are implemented in a Trauma Informed manner, meaning clinicians have an awareness of the woman's trauma history and implement treatment in a way that provides minimal risk of re-traumatization while maximizing the development of coping skills to better manage symptoms.

This has been achieved at MCIF by developing and implementing a continuity of care model consistent with the standard of care in the community. This starts from the moment a woman meets with mental health for her intake appointment and is an ongoing process as her treatment needs change. Levels of services range from group psychotherapy, individual psychotherapy, Day Treatment programming, Residential Treatment Unit and Behavior Management Program.

Beginning with intake most women are referred to our Adjustment Group program which meets for four sessions every other week. Group sessions address common presenting issues of newly incarcerated women including difficulty sleeping, stress management, anger management and introduction to how one's thoughts can affect emotions and behavior. Outcome data has suggested that this program results in a significant decrease in anxiety and depression. After completing this group a woman can be referred to any of the other group programs: Anger Management, Cognitive Behavior Therapy, Trauma Skills, Support Group for Spanish Speaking Women, Therapeutic Writing, Relaxation Skills and Sleep Management.



Michaela and Biscuit



Women who need more individualized attention can be referred for individual psychotherapy. If a woman needs more intensive services than individual therapy, she can be referred to our Day Treatment Program which provides skills-based groups on a daily basis and weekly psychotherapy. The next level of intensive treatment is offered by the Residential Treatment Staff, which will celebrate its 10-year anniversary this summer. Daily group psychotherapy and regular clinical contact are provided by staff whose offices are located on the housing unit. This allows for quick therapeutic intervention and de-escalation of various crises. Our most intensive program is the Behavior Management Program. While awaiting development of the Behavior Management Unit, staff slated for this unit provide daily risk assessments for the women on mental health watch and therapeutic intervention in the evenings. This has drastically improved our assessment and intervention process for women who are our highest risk population and our goal is to reduce 18a commitments to outside hospitals. We have also been developing specific behavioral plans for some of our most challenging women. Our next step is to develop a group program for women discharged from mental health watch.

The mental health department has expanded our options and looks forward to continuing to provide professional and quality clinical services to incarcerated women.

A NEADS Story

By Laura Galvani, CPO-C

On September 27, 2007, the NEADS trainer brought Biscuit, a four-month old yellow Labrador puppy, to MCI Framingham. He was described as "a handful" and was placed here with one of our more experienced inmate handlers. Biscuit did prove to be a "handful" as he bounded into the gym to meet everyone. His big ears were what you saw first and they might have caused his clumsiness as he slid into the room. It was clear after that first day that he was very smart and wanted to please.

With a patient inmate handler, Biscuit began to learn and was quickly sitting, standing and lying down as commanded. He went on to learn how to open and close doors, keep pace beside a wheelchair and how to turn lights on and off. He could play dead and also learned to do push ups.

In October, Biscuit left for advanced training, leaving behind a big fan club of inmates and staff. On December 16, 2008 he was partnered with Michaela Arroyo of Dorchester, MA. Michaela is a 19-year-old woman who uses a power chair for mobility. Michaela works, goes to school and has as much energy as Biscuit. Biscuit retrieves items (phone, keys, cups, his leash, etc.), opens and closes doors and carries things, like grocery bags. According to Michaela, his favorite thing is to, "pull my socks off and get me his bag of treats."

On January 15, 2009 Michaela and Biscuit came to visit MCIF handlers in the NEADS program. Michaela was able to thank the inmate who spent many days and nights preparing Biscuit. It is a rare opportunity for a handler and the other inmates involved in the program, to see the end result of their hard work.

We are grateful to Michaela for her visit. It is easier to say goodbye to Biscuit knowing he is happy doing what he was trained to do with Michaela.



Eleanor Roosevelt pictured here with then MCIF Superintendent, Dr. Miriam Van Waters



Inmates working with MY READING COACH

My Reading Coach, A Collaborative Effort

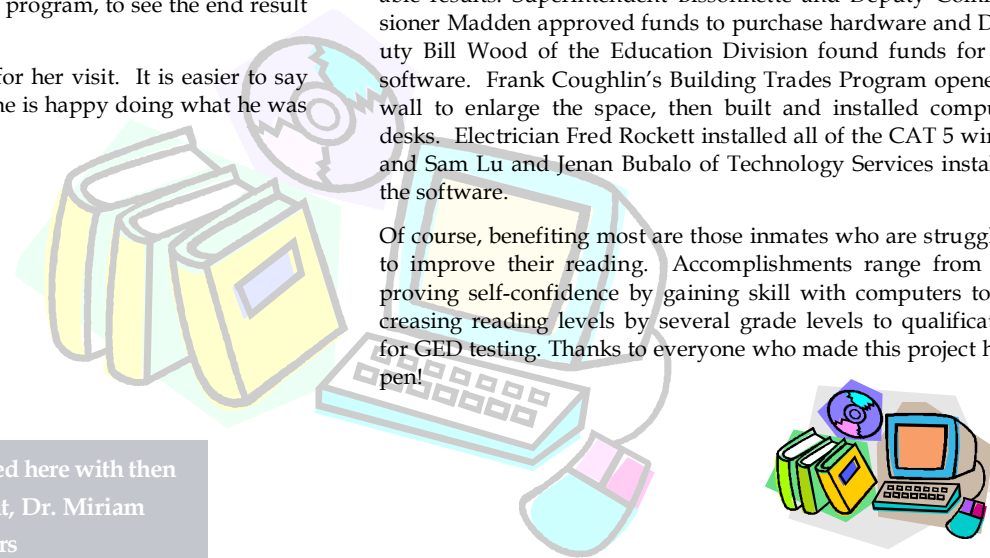
By Marcia Gannon, School Principal, MCI Framingham

Through a recent collaborative effort among departments and divisions, MY READING COACH (MRC) has been introduced to MCI Framingham.

MY READING COACH is a one-on-one computerized virtual teaching assistant, which diagnoses each student's weaknesses and automatically prescribes the appropriate lessons necessary to fill the gaps in reading skills. Reading skills are learned quickly and dramatic results are seen in weeks, not years.

MCIF's Special Education teacher Michele Lapham became trained and ran a pilot MRC program last spring with remarkable results. Superintendent Bissonnette and Deputy Commissioner Madden approved funds to purchase hardware and Deputy Bill Wood of the Education Division found funds for the software. Frank Coughlin's Building Trades Program opened a wall to enlarge the space, then built and installed computer desks. Electrician Fred Rockett installed all of the CAT 5 wiring and Sam Lu and Jenan Bubalo of Technology Services installed the software.

Of course, benefiting most are those inmates who are struggling to improve their reading. Accomplishments range from improving self-confidence by gaining skill with computers to increasing reading levels by several grade levels to qualification for GED testing. Thanks to everyone who made this project happen!



RTC 305 Graduation

By William Dupre, Director, and Susan Ziegler, AAIL, Division of Staff Development

On December 11, 2008, there were 142 Correction Officers, 18 Correction Program Officers and two Recreation Officers who participated in the graduation and induction ceremony at Mechanics Hall, Worcester, Massachusetts. The ceremony was highlighted by Commissioner Harold W. Clarke's welcome address and keynote speaker Major General Joseph C. Carter, the Adjutant General of the Massachusetts National Guard (pictured below).

Commissioner Clarke made mention that RTC 305 is the 19th graduating class in the Department since December 2003. He challenged the class to work diligently, to make a difference both individually and collectively, to carry out their responsibilities with honor and integrity, to never lower their standards, and to build on their accomplishments.

Major General Carter's message was aimed at instilling the exciting possibilities that lay ahead for the graduates of Recruit Training Class 305. He reflected on his own experience as a Correction Officer at the Suffolk House of Correction (Deer Island) 34 years ago. He described the conditions at Deer Island as one of the worst examples of a correctional institution. The building was old and worn down, which created an unsafe environment that lacked the basic necessities. The prison was not very secure with escapes occurring regularly. Rehabilitation was virtually non-existent; inmates were left idle without opportunities for programs. During his four-year tenure at Deer Island, he started the first K-9 Unit and Fugitive Squad as he rose to an assistant to the Commissioner. The improved conditions at the new Suffolk County House of Correction represent the modern correctional system focused on the reentry of inmates into society.

General Carter recognized the accomplishments of RTC 305. For example, during an on-the-job training assignment, Recruits Christopher Shaw and Isaac Ogunleye discovered a quantity of methamphetamine and other drug paraphernalia under a sink during a common area search at Bay State Correctional Center. This speaks to their diligence and the quality of their training. General Carter's speech concluded with a special recognition for the 65 recruits who served in the Armed Forces.

Forty-five members of RTC 305 and training staff participated in the Billy Kelly Memorial Road Race in support of a much respected Correction Officer at MCI Cedar Junction who lost his life unexpectedly. Emphasizing the importance of upholding the support of colleagues in good and bad times is critical for success.

In his commencement speech, RTC 305 President, Correction Program Officer Alan F. Hoyt, stated, "Just as it takes a village to raise a child, it takes the motivation, support and encouragement of many people to make a correction professional," believing in the DOC core values and demonstrating them through leadership ability.

In his closing remarks, Director William Dupre shared an image expressed by Correction Officer Dale Prescod. When asked what is the role of a correctional professional as it relates to the overall mission of public safety, Correction Office Prescod replied, "I plan to approach this career with the mindset that we are the front end of the Criminal Justice System not the back end as commonly referred. We need to instill a sense of opportunity in the offender population and not the image that this is the end of the road." A video tribute to all the graduates for the special commission they have earned concluded the ceremony.

The Division of Staff Development and RTC 305 would like to extend its appreciation to all of the Adjunct Instructors and Field Trainers who shared their wisdom and leadership in assisting with the learning and growth of our newest employees.

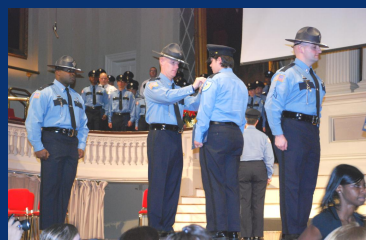


RTC 305 Awards

Commissioner's Award

Highest Academic Average

Briana R. LaChance, Correction Program Officer



Banner Award

Leadership

Jay H. Hurlbrink, Correction Officer - RTC 305 Alpha

Amanda Adams, Correction Officer - RTC 305 Bravo



Gingerbread House

By Susan Lynch

For the second consecutive year, the culinary students along with Culinary Instructor Ed Jacobs of Northeastern Correctional Center created and donated a gingerbread village to Shriners Hospital, Boston. This year's theme depicted a scene from the movie "Polar Express."

Planning and construction began in October 2008. There were many motorized and illuminated figurines to make the village as real as possible. There were approximately 100 different pieces of unique style candies incorporated into the village.

The village was finally completed in early December and delivered to Shriners Hospital along with several bags of donated toys.

All the materials to make this gingerbread village were supplied and donated by Ed Jacobs.



From left to right: Shriners Hospital physical therapist, Superintendent Paul Ruane, Director of Security Chris Lakey, Deputy Superintendent Edward Foley, Culinary Instructor Edward Jacobs and Dave Faulkner, Director of Development at Shriners Hospital



DOC and Mass. National Guard help make Toys for Tots a Success

The DOC, along with the Massachusetts National Guard, has a long history of generously supporting the United States Marine Corps Reserves in its annual Toys for Tots drive. For 61 years, this toy drive has made the holidays happier for thousands of children.

The 2008 Toys for Tots Drive was a success, judging from the looks of the truck filled with over 2200 presents donated by DOC staff and the Mass. National Guard. DOC Commissioner Harold W. Clarke (right) is pictured with Major General Joseph C. Carter, Adjutant General of the Massachusetts National Guard, and DOC Correction Officers Robert McInnis (far left), and Michael Blanchette (far right), as they prepare the truck for departure to the Toys for Tots collection center.

MCI Shirley Staff Host Holiday Luncheon for Town of Shirley Council on Aging

By Christine Pare

The Employee Forum and staff at MCI Shirley hosted a holiday luncheon for the Shirley Council on Aging on December 10, 2008. The luncheon was held at the Social Hall of Saint Anthony de Padua Church and drew a crowd of approximately 120 elderly residents from the local area. The DOC served a holiday meal of turkey, stuffing, vegetables, coffee, tea and dessert. Santa was on hand to add a festive touch to the day, and several items donated by area merchants were given as prizes.

MCI Shirley hosted a luncheon for local elderly residents as a way of giving back to the community where we all work. Forum members and other staff raised money to pay for the meal themselves and volunteered their time to prepare, serve and clean up. The inmate culinary students, under the guidance of Instructor Robert Soubosky, were excited to help out and give back to the community.

Many area merchants donated various items to make the event a success as did the Massachusetts Correction Officers Federated Union.



Amelia Gionet with Santa, played by Mr. Cormier, CRA Supervisor Michelle Cormier's dad.



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Debra Moschos
Anne Manning
Bill Martin
Susan Martin
Gregory McCann
Brenda Melanson
Charles Neudorfer II
John O'Malley
Paul Ruane
Cara Savelli
Kyra Silva
Gary Temple
Michael Thomas
Mari Lou Whalen
Diane Wiffin



Promotions: December – February

Almeida, Anthony J	Dupray, Michael G	Labrack, David	Pierce, Michael R
Amaral, Lisa M	Earls, Jason R	Lanouette, Roger B	Pires, Arthur
Andrade, Joseph U	Farley, Michael D	Lauziere, James	Plante, Scott A
Annunziata III, Joseph F	Finnell, Adam	Lauziere, Tanya M	Pobieglo, Christopher S
Antunes, Juan Pedro	Fitzpatrick, Kyle S	Leblanc, Gregory M	Porcaro, Julie A
Arruda, Bonnie A	Flanagan, Kevin M	Leblanc, Tina M	Rahaim, Paula M
Arruda, Karen A	Flavin, Thomas E	Leblanc, Yvin	Raymond Jr, Ronald J
Asci, Tina M	Foster, Clifford M	Lincoln, Steven A	Rayner, Brian K
Barbetto, Theodore	Foti, Michael J	Lowe, Teresa G	Raynor, Martin E
Bates, Kurt E	Frink, Ryan P	Malanson, Patricia A	Rego, Kimberly A
Begley, Gerald	Fryar, Robert A	Maloney, William A	Reyes, Wade J
Bercier, Earle H	Galvin, Bryan K	Martin, Susan J	Richard, Mark J
Bohenko, Erin	Gannon, Glenn	Matthews, Philip C	Riggins, Timothy J
Bolcon, Christopher	Gardner, Ronald F	Mattson, Glenn P	Roberio Jr, John M
Breault, Inga K	Garretson, Joseph	McCann, Gregory	Rodrigues, Michael
Britt, Pamela E	Gaudet, Michael J	McDonald, Michael	Rogers, Pamela A
Buckley, Michael J	Germain, Brian R	McGrath, John D	Roomes, Jason C
Burgess, Robert V	Giambrocco, Anthony V	McLaughlin, Edward P	Rosa-Schwenk, Lucia
Busa Sr, Richard A	Gilbert Jr, Ronald E	Medeiros, Daniel E	Roy, Ryan J
Camber, Craig M	Gill, Aaron D	Medeiros, David J	Saba, James J
Cardin, Jeffrey	Gilman, David J	Medeiros, Kraig R	Samuels, Rebekah Em
Carpentier, Amy S	Goeller, Kevin M	Melendez, Luis	Sanderson, Jennifer A
Carton, Michael K	Goguen, Marc A	Melo, Norberto	Schwenk, Brian K
Casarano, John M	Gonynor, Stephen M	Melvin Jr, Raymond L	Servello, Sergio F
Cassidy, Thomas	Gray, Tanja	Merlino, Thomas A	Shaw, David M
Catalano, Anthony M	Grimes, Dwight D	Michaud, Matthew J	Shurtleff, Gideon N
Chumsae, Jamie J	Hall, Brent R	Milatovic, Srdjan B	Slattery, Kevin E
Clancy, David H	Haskell Jr, John J	Montalvo Figueroa, Robert A	Smith, Herbert J
Clang, Alan C	Havens, David P	Montebault, Christopher W	Souza, John M
Clarke, Laura J	Henriques, Debra A	Morel, Kelly L	St Peter, Andrew R
Colangelo, Camille M	Hill, Michael	Mulcahy, Paul M	Stoico, Mark J
Colon, Leslie M	Hill, Rowan B	Nee, Jamie L	Taylor, Dana A
Comeau, Randy A	Hisman, Alan C	Nelson, Dwayne P	Travers Jr, Robert W
Connor, Ryan W	Hobart, Mark	Newmerzyckyj, Wolodymyr	Treutlein, Robert K
Debalsi, Bruce J	Hollis, Jason R	Nye, Robert M	Trudel, Richard J
Demmons, Jeffrey	Horton Jr, Robert L	O'Brien, Charles T	Tucker, David B
Denehy, John T	Jackson, Jeremy M	O'Brien, Joseph W	Turgeon, Jennifer K
Desmond, Ryan P	Jansen, Brian V	O'Connor, Derek	Vazquez, John
Devlin, Brian F	Jordan, Justin G	O'Reilly, Mark J	White, Paul L
Dias, Steven	Kasprzak, Michael V	Osinubi, Oluwatomi A	Whitten Jr, William C
Dicenzo, Jeffrey T	Kerrigan, Shannon I	Patterson, James W	Wilder, James R
Donahue, Christopher	King, Jason	Peck, Shamus P	Yelle, Randall A
Douglas, Michael C	Kramer, Brian	Perry, Stephen J	Zirulnik, James
Dunn, Mark D	Kristiansen, Erik J	Phelps, Christopher W	

Retirements: December – February

Borci, Adam T	Kelley, William D	Pinto III, Joseph
Boucher, Michael	Kelly, Richard F	Reese, E Charlene
Carr, Matthew F	Kent, Mary C	Santos, Dennis J
Dawson, Kenneth J	Molina, Bruce J	Shakarian, Robert P
Gagne, Ronald E	Morrison, Mary A	Smith, Patrick C
Gale, Betsy A	Norman, William M	
Hill, Jeffrey A	Norton, Karen L	